

# **TOWN OF KITTERY**



## **REQUEST FOR QUALIFICATIONS for PROJECT MANAGEMENT SERVICES**



**Kittery Community Center East Wing (Annex)**

**Kittery Community Center**

**Qualifications Due: March 2, 2016  
2:00 pm**

# **Request for Qualifications for Project Management Services**

## **I. GENERAL OVERVIEW**

The Town of Kittery hereby requests qualifications from firms for project management services for major renovations to the Kittery Community Center East Wing (Annex). Projects planned include roof replacement, window replacement, floor replacement, associated asbestos and lead removal, bathroom fixture replacement, exterior door replacement, limited exterior and interior painting, and limited interior fit-out.

The selected Project Manager will work with the Community Center General Manager to help manage the bidding and construction of the improvements envisioned for the East Wing, which is planned to take place during spring and summer of 2016

For the sake of this document the term “Project Manager” is intended to mean a project management firm, its staff, and all of its subconsultants, if applicable. The “Town” will be the Town of Kittery.

## **II. INTRODUCTION**

Kittery East Wing was built in 1951 and is approximately 13,000 square feet. In 2012, the former Frisbee School was renovated to become home to the Kittery Community Center. At that time, only the West Wing of the building was addressed for improvement. At present, the East Wing houses 10 rooms that are occupied by a variety of non-profit entities. All tenants will vacate the East Wing to allow for construction to proceed unimpeded June 1<sup>st</sup>-August 31<sup>st</sup>.. The Town will manage the vacating of the tenants and their property.

Initial specifications have been assembled to perform a majority of the work, and cost estimates have been assembled. The estimated project cost is \$500,000, not including contingency or soft costs.

## **III. SCOPE OF SERVICES**

The Project Manager’s scope of work generally involves representing the Town throughout this project. The Project Manager shall be responsible for the total management of the Project as the Town’s representative and shall report to the General Manager. Through observation, advice and consultation, the Project Manager will endeavor to protect the Town of Kittery against defects, deficiencies in the work, cost additions/overruns and delays in the completion of the project.

The Project Manager shall not have responsibility for the the construction of the project. Such responsibilities shall remain with the General Contractor (“Contractor”), and/or “Contractors.”

The Project Manager shall provide the following services:

## **A. Entire Project**

### **1. Consultation with Town:**

Attend regular meetings with the KCC staff during the course of the Project to advise the Town on budget, schedule, quality, scope, and all other proprietary issues. Serve as the Town's representative in the administration of the design contract, the coordination of the design team's activities, and in the provision of leadership with respect to the implementation of the design, bidding and construction phases by all parties.

### **2. Total Project Budget and Cash Flow Reports:**

Review and update, on a monthly basis, the existing total project budget (including estimated construction costs and all "soft" costs anticipated to be associated with the project) during all phases of the work. Advise the Town if it appears that the project budget will not be met and make recommendations for corrective action. Develop monthly cash flow reports and forecasts for the total project and advise the Town of variances between actual, budgeted and projected project costs. Establish a format acceptable to the Town for reporting budget and cash flow information.

### **3. Project Invoices and Accounting Records:**

The Project Manager shall review and take appropriate action upon all project-related invoices. Establish a procedure with the Town for the processing of invoices. The Project Manager shall maintain accounting records on all project-related expenditures, including contractor requisitions, furniture, furnishings, and the like. Construction-related records shall also include construction base contract work performed under unit costs, change order work performed on the basis of actual costs of labor and materials, and change order work performed under unit costs.

### **4. Schedule:**

The Project Manager shall monitor the project's schedule and inform the Town when actual or potential constraints to achieving the schedule and/or goals of the Town have been created and make recommendations for corrective action.

## **B. Prebid Phase**

It is during this phase that the budget of the project will be defined. At this phase, the Project Manager will be used as a sounding board in providing information and analyzing alternatives for the owner. It is in working through and under the direction of the owner during the design and planning stage that maximum value be identified and added to the project (i.e., space used, energy efficiency, design, structural integrity). The assistance provided by the Project Manager at this point includes:

- Assist the owner's needs and set the project criteria.
- Provide a value/cost analysis to the owner.
- Advise the owner of construction methods, materials, and components as the project plan matures.

- Budgeting.

Once the Owner approves the Bid documents, the Project Manager will begin the bid solicitation process and if necessary, advertise the project in the local print media and/or appropriate trade journals.

### **C. Bid Phase**

#### **1. Specifications and Cost Estimate Review:**

Prepare specifications for the work to be bid, and assemble complete bid documents. Draft specifications for roof and window work are completed, asbestos testing is completed, and finishes have been selected for flooring, doors, and paint. Cost estimates have been obtained on larger project items from various contractors. Documents are available for viewing upon request.

#### **2. Local Officials, Utilities, and Maintenance:**

Coordinates with, reviews with, and incorporates appropriate input from local officials (i.e. inspectional services, fire department, police department, utilities, etc.) as appropriate for the building systems, safety, operation, and maintenance.

#### **3. Value Engineering:**

Participate in the value engineering process to assure that construction materials and methods specified are the most appropriate and cost effective for their application. Identify for the Town's consideration any changes in the scope of work which reduce the cost of construction while satisfying the Town's requirements.

#### **4. Project Planning:**

Identify long-lead items, like the windows, and make appropriate recommendations. Ensure that the Town identifies such items in any notices to proceed issued to contractors. Make recommendations to the Town to expedite procurement of long-lead items in order to ensure delivery by the required dates. Incorporate detailed procurement data into the project schedule updated monthly.

The Project Manager shall create an overall project schedule for the Owner.

#### **5. Special Services:**

The Project Manager shall be responsible, with the Town's approval, for selecting, retaining and coordinating the professional or other services of special consultants and testing laboratories required for the Project and or provided by the Contractor (i.e., project photos, existing condition surveys).

#### **6. Permits, Licenses, and Approvals:**

Working with the Town, the Project Manager shall monitor the master list of permits, licenses and approvals required for the Project and shall update it as necessary through project completion identifying each permit, the party responsible for obtaining it, and status.

#### **7. Bidding**

Assist the Town in the development of procurement strategy. The project manager will recommend bid procurement methods (individual bids or per a general contract) in consultation with the Owner.

Coordinate with the Owner a pre-bid conference if recommended. Create addenda, as needed, for the Town prior to the receipt of all bids. Evaluate the qualifications of the apparent low bidders, evaluate the bids for completeness, full responsiveness and make recommendations to the Town for the award of the contracts or rejection of the bids.

Assist with bid protests, re-bidding and/or renegotiating contracts. Assist the Town with a pre-award conference with the successful bidder and with preparing construction contracts.

Bid packaging and coordination with the owner.

- Identification of long lead time material items.
- Organization of responsibilities and work flow projections.
- Bid assessment and qualifying.
- Awarding of contracts.
- Contract review and execution.

#### **D. Construction Phase**

It is during this phase that the Project Manager assumes the leadership role on the project team in delivering the building within the agreed upon plans, specifications, and budgets. The Project Manager, acting as an agent for the owner, is the liaison and coordinator for all activity involving the construction of the project.

Once the owner accepts the project, the Project Manager will notify the selected contractors, issue contracts and begin the construction process.

##### **1. Clerk of the Works:**

Subject to the Town's approval, retain, supervise and manage a Clerk of the Works for construction monitoring of all the anticipated construction. Tasks may include keeping a daily log containing a record of weather, the contractor's work on the site, number of workers, safety status on the Project, equipment in use, work accomplished, materials stored, problems encountered, verbal instructions and interpretations given to contractors, as well as scheduling and coordinating all required testing and other similar relevant tasks. Coordinate all general condition items including temporary storage facilities if needed. Accept delivery, inspect materials, arrange storage, protection, and security for all owner purchased materials, systems, and equipment.

##### **2. Job Meetings:**

The Project Manager shall attend all construction job progress meetings with the Owner, the Contractor, the Clerk of the Works, and/or other persons, as necessary or appropriate, at reasonable times and places to discuss procedures, progress, problems, scheduling, and the like. At all such meetings, the Project Manager shall act as a representative of the Town. The Project Manager sets up a schedule for such meetings. Meeting minutes shall be prepared by the Project Manager on the Town's behalf. The Project Manager shall

identify any significant issues of work quality, contract performance, scheduling and work progress raised at the job meetings in a monthly (or as appropriate) progress report to the Town. The Project Manager shall present, at the next job meeting, any significant issues not included in the minutes of the previous meeting.

Review with the owner weekly status reports, including:

- a) Cost vs. Budget.
- b) Construction progress vs. schedule.
- c) Change order summary.
- d) Quality of workmanship review.

3. Applications for Payment:

In coordination with the Owner and Clerk of the Works, the Project Manager shall review the contractor's draft application for payment, or "pencil requisition", together with any supporting data requested by the Town or submitted by the Contractor. The Project Manager shall provide written comments thereon to the Town, with recommendations as to the amounts due. The Project Manager shall also review and comment on vendor requisitions, including those of testing companies, utility companies and equipment or furnishing providers. The Project Manager shall request appropriate lien waivers as the Project progresses.

4. Performance Monitoring:

The Project Manager with the assistance of the Clerk of the Works shall monitor and observe the performance of the work, and shall make recommendations to the Town with respect to rejection of work which, in the Project Manager's opinion, does not conform to the Contract Documents. The Project Manager shall endeavor to obtain satisfactory performance from the General Contractor or Contractors, and shall recommend course of action to the Town when requirements of a contract are not being fulfilled. Monitor adherence to safety programs & coordinating all safety requirements.

5. Changes in the Work:

The Project Manager shall prepare and maintain a master project change log, incorporating all change directives, change orders, change requests, and change proposals, noting who initiated same and status, and recording estimated cost and final cost. The Project Manager shall review all change orders and shall, when requested by the Town, negotiate on behalf of the Town with all parties involved. The Project Manager shall distribute updated copies of the change log to the Town and the Contractor on a monthly basis.

6. Claims:

The Project Manager shall assist the Owner in review, evaluation, resolution and documentation of claims including but not limited to claims for additional time, claims for additional cost, claims for concealed or unknown conditions, and claims for errors or omissions in the plans and specifications.

7. Submittals:

The Project Manager shall establish, implement and advise the Contractor of procedures for expediting, processing and approving shop drawings, product data, and submittal logs.

The Project Manager shall make recommendations to the Town with respect to the use of substitutions and monitor status of submittals through the general contractor's submittal logs.

8. Construction Schedule:

During construction the Project Manager shall review the construction schedule furnished by the General Contractor or Contractors. The Project Manager shall obtain and promptly review monthly updates of the general status of schedule milestones, schedule slippage, recommended site "walk-throughs", and other noteworthy information. If an update indicates that the previously approved project construction schedule might not be met, the Project Manager shall bring such issues to the attention of the Town immediately and recommend corrective action.

9. Special Services:

The Project Manager shall be responsible, with the Town's approval, for selecting, retaining and coordinating the professional or other services of special consultants and testing laboratories required for the Project.

**D. Project Closeout and Move-In Phase**

1. Construction-Related Records:

The Project Manager shall maintain a file for the building project throughout the project. The file shall include all project contracts, drawings, specifications, addenda, change orders and other documentation of construction, including copies of approved shop drawings, product data, samples, warranties, guarantees, certification manuals, valve charts, and similar required submittals. All documents shall be organized in good order and marked to record changes and selections made during construction. The Project Manager shall make all such records available to the Owner and upon completion of the Project shall deliver one complete set to the Town in an inventoried, organized format approved by the Town, suitable for immediate use.

2. Testing and Start-Up:

With the Community Center's maintenance personnel, the Project Manager shall schedule, coordinate and observe the contractor's final testing, flushing, commissioning and start-up of utilities, operational systems and equipment.

3. Substantial Completion:

The Project Manager shall jointly with the Contractor prepare a list of incomplete or unsatisfactory items and a schedule for their completion. The Project Manager shall assist the Owner in conducting inspections to determine whether the work or designated portion thereof is substantially complete, and prepare any resultant punch list as well as help where possible to expedite the completion of the work in accordance with project schedule.

4. Final Completion:

The Project Manager shall evaluate the completion of the work, conduct final inspections and make a recommendation to the Owner for final payment.

## **IV. GENERAL REQUIREMENTS**

### **A. Schedule**

The following is a preliminary schedule noting target dates for phases and tasks to be completed.

|                |                                       |
|----------------|---------------------------------------|
| March 2, 2016  | Project Management Qualifications Due |
| March 8, 2016  | Select OPM firm                       |
| March-April    | Bid package development               |
| April-May 2016 | Bidding                               |
| September 2016 | Completion of construction            |

## **V. SUBMISSION REQUIREMENTS**

### **PROPOSAL SUBMISSION REQUIREMENTS:**

Four (4) copies of completed proposals must be submitted to:

Nancy Colbert Puff, Town Manager  
Kittery Town Hall  
200 Rogers Road  
Kittery, ME 03904

All proposals must be received by March 2, 2016 at 2:00 PM. Proposals should include:

1. Statement of project understanding
2. Firm background for all firms involved
3. Resumes of key personnel
4. References, including contact name and telephone
5. Detailed work plan & deliverables
6. Proposed Schedule

Cost proposals should be provided in a separately sealed envelope entitled: "Cost Proposal – Kittery Community Center East Wing (Annex)," with the proposing firm's name plainly visible. Fees should be broken down by task, with personnel assigned and respective hourly rates, and estimated hours on task.

### **EVALUATION CRITERIA:**

Proposals will be evaluated on:

Fee proposal  
Relevant experience with similar projects  
Proposal quality, thoroughness, and clarity

Project understanding  
Team qualifications and comparable experience

The Town reserves the right to reject any or all proposals and to award a contract as it deems in the best interest of the Town of Kittery.

### **CONTRACT REQUIREMENTS:**

The selected consultant will be required to enter into a contract with the Town of Kittery – a sample contract may be provided upon request. The consultant will be required to indemnify/defend/hold harmless the Town from any claim, and carry the following insurances throughout the contract term. All insurance is to be provided by a company or companies licensed in the State of Maine:

- a. Commercial General Liability on an occurrence (as opposed to claims-made) basis with general aggregate limit applicable per project (ISO CG2503 or equivalent)

- Each occurrence limit                      \$1,000,000
- General aggregate limit                      \$2,000,000
- Products/Comp. op. aggregate limit                      \$2,000,000

An additional insured provision is to apply for the Town, its officers, officials, agents, and employees on a primary, non-contributory basis. Coverage for contractual liability is to be included for the indemnification provisions of this Agreement.

- b. Auto Liability for owned, hired and non-owned autos with a single limit for each accident of \$1,000,000.

- c. Workers' Compensation insurance to comply with the requirements of Maine statutes, plus employers' liability for:

- Each accident:                      \$500,000
- Each employee (disease):                      \$500,000
- Policy limit (disease):                      \$500,000

All policies shall be so written that the Kittery Town Manager will be notified of cancellation or restrictive amendment at least ten (10) days prior to the effective date of such cancellation or amendment. A certificate of insurance from the Consultant's insurance carrier showing at least the coverage and limits of liability specified above and the inception and expiration dates shall be filed with the Town Manager at least seven (7) calendar days before operations are begun.